

Revised Guidelines on the Purpose, Structure and Composition of Country Coordinating Mechanisms and Requirements for Grant Eligibility ¹

Part 1: Introduction

1. The purpose of the Global Fund is to attract, manage and disburse additional resources through a new public-private partnership that will make a sustainable and significant contribution to the reduction of infections, illness and death, thereby mitigating the impact caused by HIV/AIDS, tuberculosis and malaria in countries in need, and contributing to poverty reduction as part of the Millennium Development Goals (MDGs).
2. In accordance with the Framework Document approved by its Board, the Global Fund finances programs, among others, that:
 - Focus on the creation, development and expansion of partnerships among all relevant players within a country, and across all sectors of society, including governments, NGOs, civil society, multilateral and bilateral agencies and the private sector;
 - Strengthen the participation of communities and people, particularly those affected by the three diseases;
 - Build on existing coordination mechanisms, and promote new and innovative partnerships where none exist;
 - Encourage transparency and accountability; and
 - Aim to eliminate stigmatization of and discrimination against those infected and affected by HIV/AIDS, especially for women, children and vulnerable groups.
3. The Global Fund recognizes that only through a country-driven, coordinated and multi-sector approach involving all relevant partners will additional resources have a significant impact on the reduction of infections, illness and death from the three diseases. Thus, a variety of actors, each with unique skills, background and experience, must be involved in the development of proposals and decisions on the allocation and utilization of Global Fund financial resources. To achieve this,

¹ These Revised Guidelines on the Purpose, Structure and Composition of Country Coordinating Mechanisms incorporate decisions made by the Global Fund Board at its 9th Board Meeting , November 18, 2004. CCM compliance with these requirements (highlighted in bold) will be used to determine eligibility of proposals submitted from Round 5 onwards and Phase 2 Requests For Continued Funding submitted from June 1, 2005.

the Global Fund expects grant proposals to be coordinated among a broad range of stakeholders through a Country Coordinating Mechanism (CCM), and that the CCM will monitor the implementation of approved proposals.

4. The principles outlined in this document can serve as a self-assessment tool for CCMs and to facilitate an understanding among partners of the vision of the Global Fund.

Part 2: Principles for CCMs

5. According to its Framework Document, the Global Fund finances programs that reflect national ownership and respect country partnership-led formulation and implementation processes that build on, complement and co-ordinate with existing regional and national programs in support of national policies, priorities and partnerships. Wherever possible, CCMs should build on and be linked to existing mechanisms for planning at the national level and be consistent with national strategic plans. CCMs could, for example, build on national programs for the specific diseases (e.g., National AIDS Councils, Roll Back Malaria Committees and National Steering Committees on TB Control) and National Health Strategies and be linked to broader national coordination efforts including Poverty Reduction Strategies (PRS) and Sector Wide Approaches (SWAs).
6. Membership in the CCM should be broadly representative of a variety of stakeholders, each representing an active constituency with an interest in fighting one or more of the three diseases. Each constituency brings a unique and important perspective, thus increasing the probability of achieving measurable impact against the diseases. Representation of a gender perspective in the CCM is desirable. The role and function of each player within the partnership of the CCM will be agreed upon by the mechanism, safeguarding equity and transparency among partners.

Part 3: Roles and Responsibilities

7. As the representative of all interested stakeholders at the national level for grants received from the Global Fund, CCMs are instrumental in developing proposals and overseeing the utilization of Global Fund resources. Therefore, the role of the CCM is to:
 - Coordinate the submission of one national proposal for funding, drawing on the strengths of various stakeholders to agree on strategy, identify financing gaps in achieving the strategy based on existing support, prioritize needs, and identify the comparative advantages of each proposed partner;
 - Select one or more appropriate organization(s) to act as the Principal Recipient(s) (PR) for the Global Fund grant;
 - Monitor the implementation of activities under Global Fund approved programs, including approving major changes in implementation plans as necessary;

- Evaluate the performance of these programs, including of Principal Recipient/recipients in implementing a program, and submit a request for continued funding prior to the end of the two years of initially approved financing from the Global Fund; and
 - Ensure linkages and consistency between Global Fund assistance and other development and health assistance programs in support of national priorities, such as PRS or SWAs.
8. Given its important role in ensuring the success of implementing proposals approved by the Global Fund, a CCM and its members accept the following responsibilities:
- A CCM should function as a national consensus group to promote true partnership in the development and implementation of Global Fund supported programs and be fully transparent in its decision making.
 - All members of a CCM should be treated as equal partners in the mechanism, with full rights to participation, expression and involvement in decision-making in line with their areas of expertise.
 - **CCM members representing the non-government sectors must be selected/elected by their own sector(s) based on a documented, transparent process, developed within each sector.**
 - The government representatives on the CCM should be mandated by, represent the views of and report back to, the senior leadership of the government.
 - A CCM should be responsive to all national stakeholders. Individual members should hold regular meetings with their constituents to ensure that representative views and concerns are expressed in the national forum.
 - A CCM should ensure that all relevant actors are involved in the process and provide transparency to the general public. As such, it is responsible for ensuring that information related to the Global Fund, such as Calls for Proposals, decisions taken by the CCM, and detailed information on approved proposals for funding, is disseminated widely to all interested parties in the country.
 - A CCM should determine the details of its functioning, including organizational structure, election procedures, frequency of meetings, terms of reference, etc.

Part 4: Structure

9. Each CCM should elect a Chair and a Vice Chair in accordance with the election procedures determined by its members. It is recommended that CCMs elect a Chair and Vice Chair from different sectors and that the CCM Chair and Vice Chair be from domestic entities. The election of other officers and the development of the organizational structure should be at the discretion of the CCM, considering the local context. CCMs should remain of a manageable size in order to work and discharge responsibilities effectively. Each CCM should document its organizational structure to ensure transparency.

Part 5: Composition

10. The Global Fund recognizes the importance of national contexts, customs and traditions, and therefore does not intend to prescribe specific CCM compositions. However, in accordance with its guiding principles, the Global Fund expects CCMs to be broadly representative of all national stakeholders in the fight against the three diseases. In particular, the Global Fund encourages CCMs to aim at a gender balanced composition. The CCM should therefore be as inclusive as possible and seek representation at the highest possible level of various sectors.

11. The Global Fund recommends that:

All countries strive to include the following actors in their CCMs:

- Academic/Educational Sector;
 - Government;
 - NGOs/Community-Based Organisations;
 - People living with HIV/AIDS, TB and/or Malaria;
 - Private Sector;
 - Religious/Faith-Based Organisations;
 - Multilateral and Bilateral Development Partners in-country.
- The membership of the CCM comprise a minimum of 40 % representation of the non-government sectors such as NGOs/community based organizations, people living with the diseases, religious/faith-based organizations, private sector, academic institutions.
 - All CCMs submit annually to the Global Fund Secretariat, for publication on its web site, the CCM membership list with member's name, organization, sector and to make this list public in-country.
 - CCMs include representation from state/provinces/districts either through direct geographical representation in national CCMs or through mechanisms such as sub national CCM, or state/province-level committees.

12. The Global Fund requires all CCMs to show evidence of membership of people living with and/or affected by the diseases

13. The role of the United Nations agencies, multilateral and bilateral agencies and other development agencies in the CCM should be country partnership-driven and reflect the roles of these partners in AIDS, TB, and malaria programs in-country.

Part 6: Operationalization of CCM Principles

14. The Global Fund Secretariat will serve as the lead advisor to the Technical Review Panel (TRP) and to the Board on confirming the establishment and functioning of CCMs. The Secretariat will collect information on CCMs throughout the year and prior to the proposal reviews by the TRP. CCMs are required to put in place and maintain a transparent, documented process to:

- **Solicit and review submissions for possible integration into the proposal;**
- **Ensure the input of a broad range of stakeholders, including CCM members and non-members, in the proposal development and grant oversight process.**

As part of the eligibility screening process for proposals, the Secretariat will review supporting documentation setting out the CCM's proposal development process and the submission review process as well as the minutes of the meeting where the CCM decided on the elements to be included in a proposal.

15. **CCMs are required to put in place and maintain a transparent, documented process to nominate the Principal Recipient(s) and oversee program implementation.** The Secretariat will, as part of the proposal screening process, review the documentation setting out the nomination process and the minutes of the CCM meeting on the nomination of one or more Principal Recipients (PRs).
16. It is recommended that all proposals include a plan for obtaining technical assistance as needed to strengthen CCM functioning and for capacity building in fulfilling its responsibilities for oversight of program implementation and for Principal Recipient/sub-Recipient capacity building in fulfilling their responsibilities for proposal implementation and in Monitoring and Evaluation. It is also recommended that CCMs facilitate the development of a single national technical assistance framework for Global Fund-related processes and activities.
17. The CCM shall develop tools and procedures for overseeing proposal implementation. These should include, but need not be limited to:
 - The establishment and implementation of **criteria** for the nomination of Principal Recipients and sub-Recipients;
 - The recording of all key CCM oversight actions, including the nomination of Principal Recipients, the development of CCM feedback arising from review of periodic reports, the review of information arising from implementation monitoring visits, and the approval of decisions made on implementation status, such as requests for reprogramming;
 - The development of a communication strategy for the dissemination of CCM decisions and for regular sharing of information on grant implementation status with all CCM members and relevant stakeholders, in keeping with the Global Fund principle of transparency;
 - The development of a CCM oversight work plan, coordinated with the PR, which could include:
 - Periodic CCM site visits and the regular submission and review of PR periodic reports;
 - Facilitation by the CCM of technical assistance through partners – academia, multi/bilateral, civil society, private sector - to the CCM for the strengthening of its functions and to the PR to address implementation issues; and
 - Systems analysis and strategic planning review to ensure coordinated implementation, monitoring and evaluation with national and other donor funded programs, and to the harmonization of program activities with other on-going

programs and the timely request for reprogramming of activities if needed.

- The development of a mechanism to ensure that follow-up action, as needed, will be taken where the CCM review of periodic progress reports indicate discrepancies with observed program results.

Since CCMs vary from country to country and are in different stages of their evolution, the proposed guidelines can be adapted and implemented in a phased manner to meet the specific needs and contextual situation of the CCMs.

18. Before the end of the two years of initially approved funding, the CCM will assess implementation progress and submit a request for continued funding to the Global Fund. The request for continued funding should include consolidated information for the first 18 months of the program and the objectives, targets, and requested funding for up to three additional years of financing from the Global Fund. The CCM should also provide complementary information to support the request, including a country profile on key health indicators related to the three diseases, as relevant; a description of the functioning of the CCM, including partnerships brought about among different constituencies; linkages established between the program and other national initiatives/programs; and the level of and distribution of other financial resources at the country level to the three diseases and broader related purposes.
19. Through the Grant Agreement with the Global Fund, Principal Recipients are obliged to keep the CCM continuously informed about proposal implementation progress. PRs should provide periodic reports to the Global Fund and to the CCM with programmatic and financial progress up-dates and an estimate of the usage of the grant proceeds by different CCM constituencies. CCMs are expected to forward to the Global Fund minutes of their meetings as related to Global Fund issues and information on membership changes. For the sake of transparency, major dissents to decisions taken should be reflected in the minutes.
20. To avoid conflict of interest, it is recommended that PRs and Chairs or Vice Chairs of CCMs not be the same entity. When the PRs and Chair or Vice Chairs of the CCM are the same entity, **the CCM must have a written plan in place to mitigate against this inherent conflict of interest.** This plan must be documented and made public to ensure the highest levels of transparency and integrity. This plan should include, at a minimum, that the PR, or prospective PR, shall reclude itself from participation at the CCM meeting and shall not be present during deliberations or decisions related to the CCM's monitoring and oversight of the PR, such as decisions related to:
 - the selection of the PR;
 - PR renewal for Phase 2;
 - a substantial reprogramming of grant funds; and
 - those that have a financial impact on the PR, such as contracts with other entities, including sub-recipients.
21. The Secretariat will take specific steps to collect information on the functioning of CCMs and to disseminate this information. Individual CCM members are free to communicate their views on design or implementation issues with other CCM

colleagues or with the Secretariat, on a confidential basis if necessary, to register problems and complaints, and identify weaknesses in CCM functioning as described in the principles of the Fund. At the same time, the Fund Portfolio Managers will ensure that this process contributes to promoting true partnership and trust among the CCM members and between the Fund Portfolio Managers and the CCMs. While respecting confidentiality where confidentiality has been requested, portfolio managers would have the right to inform themselves on the issue through queries to other CCM members, and if necessary tasking the LFA to determine the accuracy of the complaint. The Board requests CCMs to work closely with national authorities within the framework of the Three Ones and harmonization efforts.

22. The Secretariat will also disseminate information on resources available from different sources to improve the functioning of CCMs, including financial support and technical assistance. The Secretariat will work closely with partners (multi/bilateral partners, private sector) to facilitate and coordinate the provision of resources to support CCM secretariat functioning.
23. In countries where partner support for CCMs is not available, the Board approves the use of grant funds to provide CCM support, provided that funding is limited to two-years and meets the following terms and conditions.
 - Eligible costs shall be limited to the following items:
 - Salary of staff. (Number of staff to be supported will be determined by size of grant and number of components);
 - Office administrative costs (phone, fax, postage, stationary, photocopy);
 - CCM meeting costs, including travel cost for CCM for non-governmental members (up to 6 meetings per year);
 - Communication and information dissemination costs for sharing key information (e.g., call for proposals, periodic reports of implementation status, minutes of meetings) which may include the costs of establishing and updating of website or newsletter;
 - Facilitation costs associated with constituency consultation and processes to promote stakeholder participation; and
 - Translations of key information to promote participation by all stakeholders.
 - The size of grants and the number of components overseen by a CCM will be used as criteria to determine the total amount of its eligible funding.
 - Funded costs must be consistent with national salary scales and local operating costs.
 - The proposal must include a sustainability plan for financial support to the CCM after the first two years of grant support.
 - The proposal should show co-finance or in-kind support from in-country partners.
 - Disbursement and activity reports of CCM support funding must be provided to the Global Fund on an agreed periodic basis. These reports will be subject to LFA review and verification.